



**MASSACHUSETTS PORT AUTHORITY  
CAPITAL PROGRAMS DEPARTMENT  
SUITE 209S - LOGAN OFFICE CENTER  
ONE HARBORSIDE DRIVE  
EAST BOSTON, MASSACHUSETTS 02128-2909**

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## **REQUEST FOR QUALIFICATIONS**

## **CONSTRUCTION MANAGEMENT AT RISK SERVICES**

## **SUPPLEMENTAL INFORMATION PACKAGE**



**MPA CONTRACT No. L1429-C1  
TERMINAL C ENHANCEMENT PROJECTS  
TERMINAL C PIER B, LOGAN INTERNATIONAL AIRPORT  
EAST BOSTON, MASSACHUSETTS  
JANUARY 24, 2018**



## Article 1 – INTRODUCTION

### 1.1 CONSTRUCTION MANAGER at RISK (CMR) SCOPE OF WORK.

The MASSACHUSETTS PORT AUTHORITY (Massport) seeks to retain the services of a highly qualified firm to provide Construction Management at Risk Services (CMR) on Project **L1429-C1 – TERMINAL C ENHANCEMENT PROJECTS at LOGAN INTERNATIONAL AIRPORT, EAST BOSTON, MASSACHUSETTS**(the Project). An expanded scope of Construction Services can be found in Section 2.2 of this package.

The procedures utilized by Massport to procure construction management services will involve an open, fair and competitive selection process which will ensure that the highest quality construction services are provided to Massport at a fair and responsible price. The design of the Project is currently in the Preliminary Design phase, and early concept documents are included in this Supplement to the RFQ.

The project has a goal to substantially complete construction by **DECEMBER, 2018** The construction cost is currently estimated by Massport at approximately **TEN MILLION DOLLARS (\$10,000,000)**. The Agreement between the Authority and the selected CMR shall require the CMR to deliver such construction services for the entire Project in accordance with a Guaranteed Maximum Price (GMP).

The CM shall be DCAMM-certified and provide an Update Statement as well as an affidavit that the Statement of Qualifications being submitted in response to the RFQ is signed under the pains and penalties of perjury. The CM shall also provide a letter from a surety company confirming the CM firm's ability to provide performance and payment bonds in the full amount of the construction estimate. Please note that having the document notarized does not fulfill the requirement for signing under the pains and penalties of perjury.

### 1.2 REQUESTS FOR QUALIFICATIONS

In accordance with procedures approved by the Massachusetts Inspector General, Massport has publicly advertised a Request for Qualifications ("RFQ") for Construction Management Services. In accordance with the advertisement, the following Supplemental Information Package is made part of the Request for Qualifications.

Qualification Statements will be addressed to Houssam Sleiman, P.E., Director of Capital Programs and Environmental Affairs and be received no later than 12 NOON on **THURSDAY, FEBRUARY 8, 2018** at the Massachusetts Port Authority, Capital Programs Department, Logan Office Center, One Harborside Drive, Suite 209S, Logan International Airport, East Boston, MA 02128-2909. Subsequent to that time, a Pre-Qualification Committee will review the Qualification Statements and shortlist qualified firms. Further milestone dates can be found in Section 2.6 of this package.

Any information provided to the Authority in any Proposal or other written or oral communication between the Proposer and the Authority will not be, or deemed to have been,



proprietary or confidential, although the Authority will use reasonable efforts not to disclose such information to persons who are not employees or consultants retained by the Authority except as may be required by M.G.L. c66.

### **1.3 EVALUATION CRITERIA AND SELECTION PROCESS**

Upon review of the submitted Qualification Statements, Massport intends to develop a shortlist of qualified Construction Management firms which will be invited to respond to a written Request for Proposals (RFP). The shortlist of Construction Management firms will be based on the following criteria:

1. Proposed CMR team
2. Project approach
3. Similar project experience
4. BIM & Lean Construction experience
5. CM-at-Risk with GMP experience including public projects
6. Safety record
7. Capacity and financial stability
8. Litigation and termination history
9. M/WBE compliance history and approach

It is highly desirable that the CMR have demonstrated experience in utilizing Lean approaches in design and construction, including Last Planner™ System, Target Value Delivery, and collaborative decision making techniques, or has had long-term experience working collaboratively with Architects and their consultants during the design and construction phases of projects.

The CM shall be DCAMM-certified and provide an Update Statement as well as an affidavit that the Statement of Qualifications being submitted in response to the RFQ is signed under the pains and penalties of perjury. The CM shall also provide a letter from a surety company confirming the CM firm's ability to provide performance and payment bonds in the full amount of the construction estimate. Please note that having the document notarized does not fulfill the requirement for signing under the pains and penalties of perjury.

Further explanation of the Evaluation Criteria and selection process as identified in the Massport CM at Risk Procedures can be found in Section 3.2 of this Supplemental Package.

### **Article 2 – PROJECT SCOPE**

Terminal C Enhancement Project is one component for the optimization of Terminal C at Pier B. Scope of work includes demolition of the arrivals level of Pier B located between gate C14 to C21 across from gates C19 and C20 and a two story infill will be built in its place to enhance departures level passenger amenities with new public toilets, companion care room,



nursing room, service animal relief area, additional concessions and arrivals level tenant space.

Construction of new passenger amenity space will require careful phasing to ensure airline operations will not be interrupted in order to enable the continuous use of gates C14, C19, C20 and C21 during construction. The first phase of the project will include demolition of existing arrivals level tenant space, followed with construction of two story infill space.

## **2.1 SCOPE OF SERVICES FOR THE DESIGNER**

Massport has engaged the services of **Fennick|McCredie Architecture** as the prime consultant to design the project and will act as the Owner's Representative for the CM at Risk during design and construction. The selected CMR will be expected to work collaboratively with Massport and their design team to efficiently complete the work under this Project.

## **2.2 SCOPE OF SERVICES FOR THE CM at RISK**

The Authority intends to enter into an agreement with the selected CM at Risk Firm.

Phase I - An Agreement for Construction Phase Services

### **Building Information Modeling (BIM)**

Massport recognizes the numerous benefits Building Information Modeling (BIM), will provide to each phase of the facility life cycle. In an effort to realize the added value of these benefits, the Designer and the CMR will be required to use Building Information Modeling (BIM) for this project. Successful BIM Program implementation will require extensive planning, an organized, comprehensive and collaborative approach, and adequate supporting infrastructure including knowledgeable and experienced personnel, required software and hardware, communication protocols and contractual agreements.

A BIM Execution Plan (BIMxP) will be formalized by the Designer and implemented and optimized by the entire Team as highlighted in the MPA BIM Guidelines for Vertical and Horizontal Construction. Project Team, including CMR members shall attend workshops and meetings during all phases of the project to execute and optimize, in a collaborative fashion, the formal planning procedure and Project BIMxP.

The CMR BIM Manager should have demonstrated experience in developing BIM Execution Plans, managing, directing and implementing BIM in more than 3 projects during pre-construction and construction phase. CMR should also demonstrate that they have virtual construction (BIM) experience and 3D trade coordination.

The scope of services to be provided by the CMR firm during the preconstruction and construction phases are described in the following sections:

### **2.2.1 Construction Phase Services**

During the construction period, the CMR will be responsible for completing the Project in accordance with the construction documents.



In addition, the CMR is expected to apply Lean approaches, including Last Planner™ System during the construction phase, Target Value Delivery, and collaborative decision making processes. The CMR shall continue to manage the BIM Execution Plan and use BIM to develop and manage 3D spatial coordination (clash detection) with the trade contractors as highlighted in the MPA MPA *BIM Guidelines for Vertical and Horizontal Construction* and per the *BIM Exhibit* in the Construction Phase Services Contract. At some point, Massport may elect to use the BIM model for Facility Management and/or internal purposes.

## **2.3 CONTRACT CONSTRUCTION PHASE SERVICES**

### **2.3.1 Construction Phase Services**

The Authority will then enter into a Master Construction Services Agreement as soon as possible.

## **2.4 ESTIMATED CONSTRUCTION COST**

The cost of construction is estimated by Massport at approximately **TEN MILLION DOLLARS (\$10,000,000)**.

## **2.5 TRADE CONTRACT CLASSES OF WORK**

Certain trade contractors shall be pre-qualified in accordance with sections 44A thru 44J of Chapter 149A – Public Construction Alternative Delivery Methods of the General Laws of Massachusetts.

## **2.6 SCHEDULE**

The Authority is interested in working in partnership with the Engineer/Designer and the CMR to finalize design and construct this Project in an efficient and cost effective manner.

The following dates have been targeted as significant milestones:

<b>Milestone</b>	<b>Date</b>
Deadline for submission of written questions	Friday January 26, 2018, 12:00 PM, noon time
Official answers published by MPA	Wednesday, January 31, 2018, 4:00 PM
RFQ Submission Deadline	Thursday, February 8, 2018, 12:00 PM, noon time
RFP Issued to Shortlisted CMR Firms	Friday, February 16, 2018
RFP Submission Deadline	Friday, March 2, 2018 12:00 PM, noon time
Construction Manager Selection	March, 2018
Execute Master Construction Services Agreement	April 2018
Begin Construction	May 2018





### 3 SELECTION PROCESS & QUALIFICATION SUBMISSION

#### 3.2 INTRODUCTION

Massport has established a TWO PHASE PROCESS for the selection of a Construction Manager at Risk firm, hereinafter referred to as the CMR with whom it may enter into a contract to provide construction management services for a particular project. At the Phase I Qualifications stage, the Prequalification Committee will conduct a qualifications based evaluation of interested CMR firms in order to create a shortlist of competent CMR firms.

Phase II will invite the shortlisted CMR firms to respond to a written RFP which will require both a technical proposal and a pricing proposal including the proposed fee. A Selection Committee will review Proposals in order to rank the shortlisted firms and make the final selection.

#### 3.3 QUALIFICATION SUBMISSION

In response to the RFQ, each CMR responder shall provide 15 copies of the following, in accordance with the constructs previously issued in the RFQ. The Respondents are advised to keep their submission concise, clear, and well organized. Graphic clarity and quality are important.

The Submission must be submitted and tabbed with dividers, and exactly follow the sequence and Submission Outline as follows. Massport reserves the right to disqualify any Respondent that does not follow these submission instructions and the specific instructions identified in the RFQ.

The respondents must include in their submission a single PDF file that included the entirety of their submission, in addition to the hard copy submission as set forth and required in the RFQ.

##### 1. Cover Letter

**2. Executive Summary.** This section should summarize the response to each evaluation criterion as well as the key elements and factors that may differentiate the firm from other Responders. The Executive Summary should highlight the key aspects of the Respondents RFQ response, and should summarize the key reasons that the proposed CMR Team should be considered for the shortlist. The respondents are encouraged to use this section to convince the Selection Committee to shortlist the proposed CMR Team.

**3. Proposed CMR Team.** This Section should include a narrative identifying key project personnel including any key subcontractors and their respective roles and responsibilities. The narrative should be augmented with a graphic and/or organization chart that clearly illustrates the roles, responsibilities and organization of the proposed Team.

If the proposed CMR Team is a Joint Venture, this should be clearly reflected in the Organization Chart. In addition, the following should be addressed regarding the Joint Venture:



- a) A narrative describing the management structure, members and the roles/responsibilities of the JV
- b) A narrative describing the purpose and reasoning of the proposed JV
- c) A narrative describing the commercial constructs of the JV
- d) A brief narrative describing the advantages of the JV to Massport

**4. Project Approach.** This Section should include a narrative that outlines the CMR's approach to the organization of the work; management and coordination activities; approach to bidding multiple bid packages; approach to coordination with the design team and Massport; approach to phasing; staging and sequencing; approach to coordination with stakeholders; methodology to maintain uninterrupted neighborhood and abutter operations during construction. The Respondents are encouraged to employ graphics that illustrate their unique ability to perform the required services.

**5. Similar Project Experience.** This Section should include information regarding the firm's recent relevant experience for the construction and construction management of prior similarly scaled projects in urban areas and their experience and credentials working with Port Authorities, Design Teams, and other stakeholders.

The Respondent's submission must include a minimum of three similar recent relevant projects, including references and contact information from the owners and designers of those projects. The Respondent should include a matrix that communicates the specific roles and responsibilities of those staff that they proposed for this project, and the roles, responsibilities and project experience as they relate to the specific projects submitted as recent relevant experience.

**6. Building Information Modeling (BIM) & Lean Construction Experience.**

This Section should discuss and highlights the CMR high degree of competence and skill using BIM techniques to manage, direct, implement and coordinate project information in all phases of Design and Construction. The CMR should also identify specific BIM procedures and protocols used in order to define and track project benefits.

**7. CM at Risk with GMP Experience including public projects.** This Section should discuss and highlight the firm's experience for prior CMR projects including references and contact information from the owners and designers of such projects and specifically identify which projects were undertaken within the constructs of Ch 149a. The Respondent should highlight those representative projects that were undertaken within the alternative deliver method of the CM at Risk format with an ultimate GMP and with providing preconstruction and construction services. The respondent should also describe any adjustments to the GMP that were necessary throughout the course of the selected projects, and why they were needed.

**8. Safety Record.** This Section should include information on the firm's workers' compensation experience modifier or similar data for the prior 5 years. If applicable, provide a list of any OSHA fines and violations, including nature of the fine/violation, date, fine amount, if



any, and disposition of the fine/violation. The ideal format is a table or chart that summarizes this information.

**9. Capacity and Financial Stability.** This Section should include information summarizing the Respondents capacity to undertake the work and address the overall financial stability of the firm. An overview should be provided in this section, and detailed financial information shall be submitted in a separate sealed envelope in accordance with the instructions in the RFQ and as further identified below.

**10. Litigation & Termination History.** This Section must include a list of lawsuits, arbitrations and settlements to which the firm is a party relative to construction contracts within the last 5 years, including, if applicable, any convictions or fines for violations of state or federal law. Identification of any projects on which the firm was terminated, failed to complete the work, or paid liquidated damages to the owner. The status and/or outcome of each event should be indicated. The ideal format is a table or chart that summarizes this information.

**11. M/WBE Compliance.** This Section must include evidence of the firm's compliance record with minority business enterprise and women business enterprise goals and workforce goals and an approach to integrating these firms in a meaningful way into the construction process. The respondents should specifically provide a narrative that addresses their approach to MBE compliance within the constructs of CH 149a for CMR projects.

**12. Certificate of Eligibility.** This Section must include a copy of the Certificate issued by the DCAMM (Division of Capital Asset Management and Maintenance) pursuant to section 44D of chapter 149, showing a capacity rating sufficient for the project.

**13. DCAMM Update Statement.** This Section should include a copy of the Respondent's DCAMM Update Statement. If the Respondent is proposing a Joint Venture (JV), the following must be provided:

- a) Both Individual and Joint DCAMM Update Statements
- b) A narrative describing the purpose and reasoning of the proposed JV
- b) A narrative describing the management structure of the JV
- c) A narrative describing the commercial constructs of the JV
- d) A brief narrative describing the advantages of the JV to Massport

**14. Letter from a Surety Company.** A surety letter confirming the CMR firm's ability to provide performance and payment bonds in the amount of the 110 % of the construction estimate must be provided. Failure to provide this letter will result in the disqualification of the proposed CMR Team.

**15. Response Certification.** The response to this RFQ and Statement of Qualifications submitted by a firm in response to the RFQ must be signed under pains and penalties of perjury. The Respondent must submit a letter of certification stating that it is submitted as such. Notarizing a document does not take the place of signing under the pains and penalties





of perjury. The pains and penalties statement on the DCAMM Update Statement does not meet this requirement.

In addition to the above items, the Respondents are to provide the following in accordance with the RFQ:

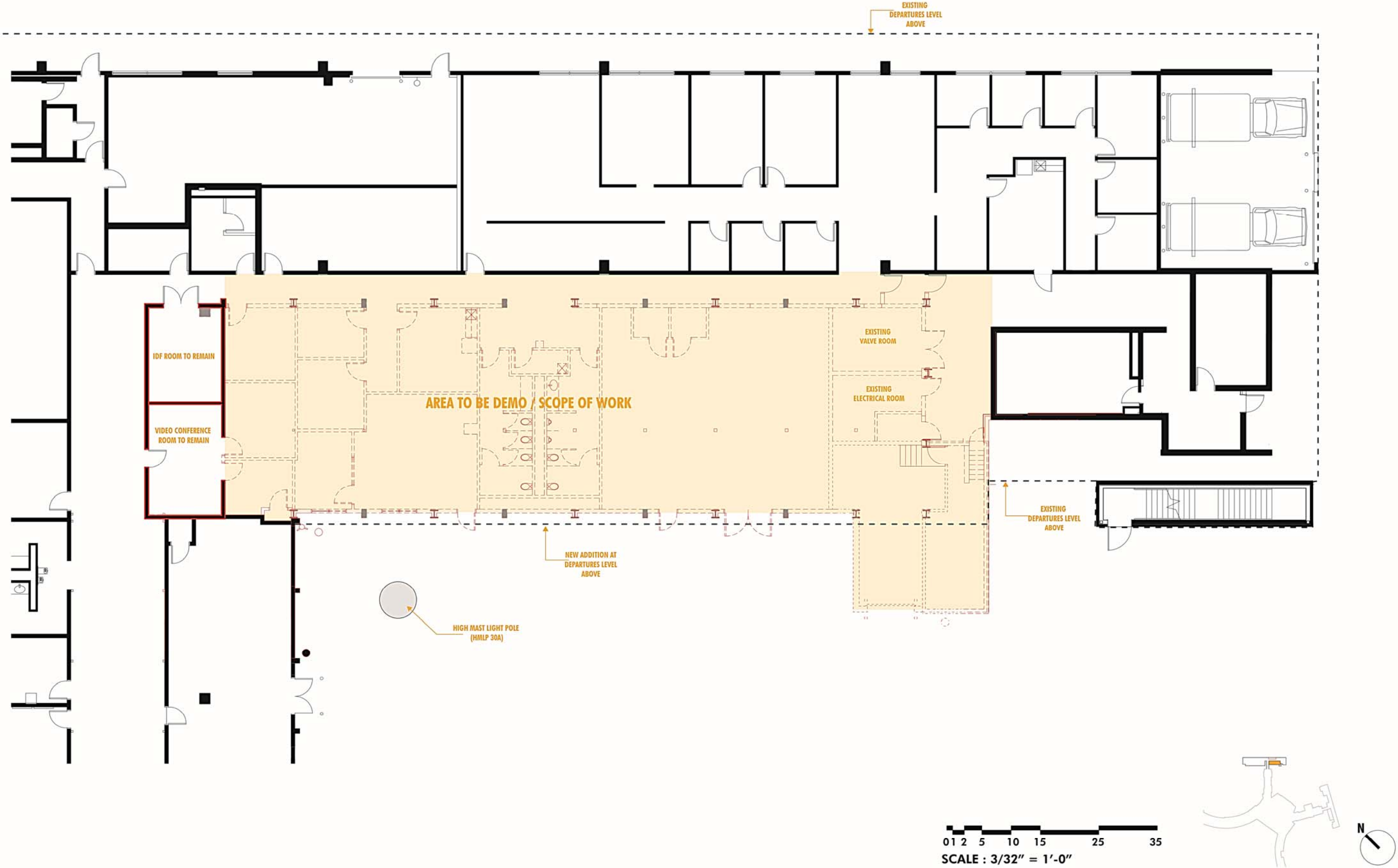
**Separately Packaged Overview of General Business Financial Information** and two years of audited financial statement. (One copy to be submitted under separate cover clearly marked with the Firm name and Massport Project Number). The financial information submitted shall remain confidential and shall not be a public record to the fullest extent permissible under the law.

#### **4 EXHIBIT**

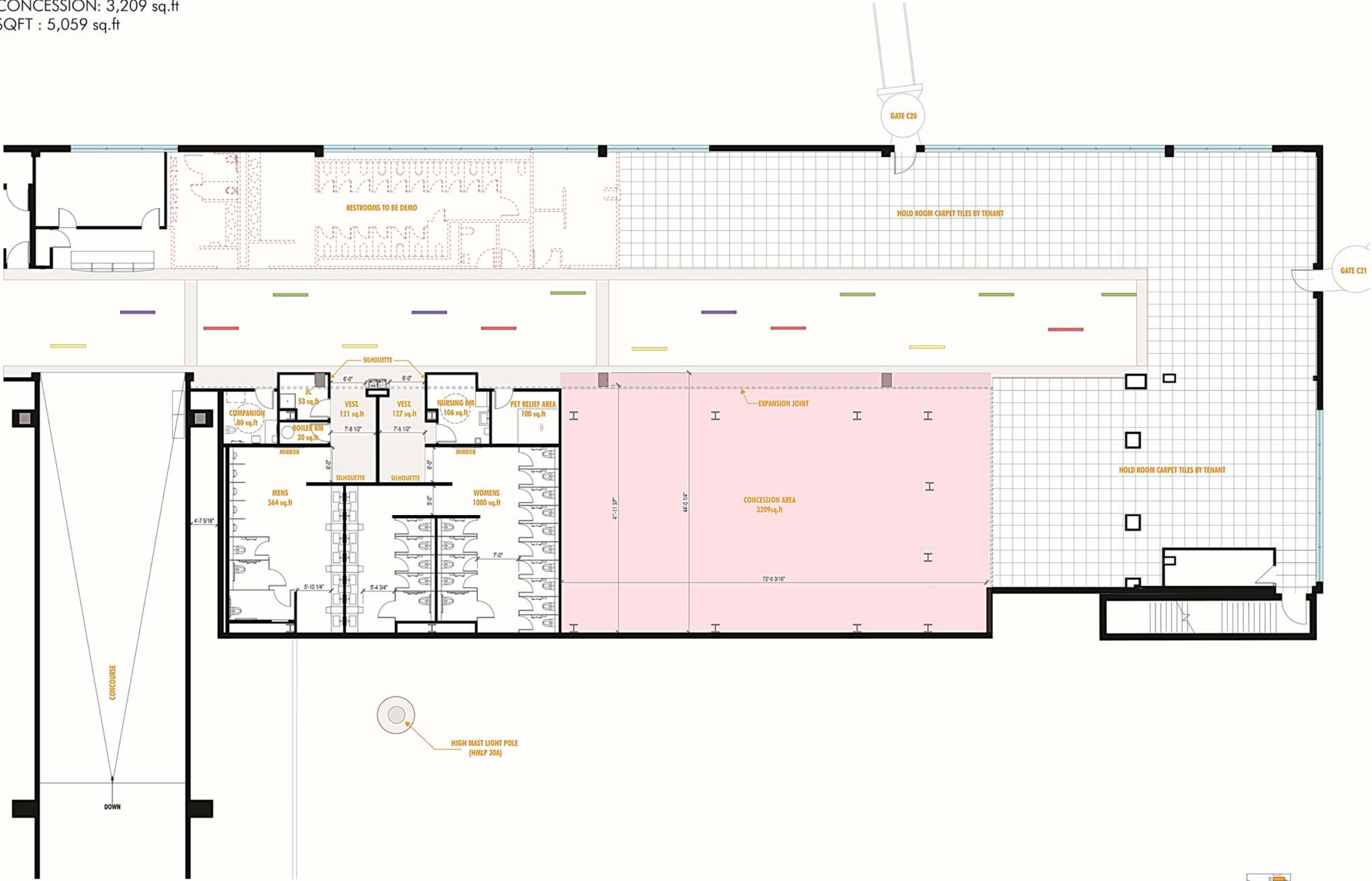
##### **A. Conceptual Drawings**

The above Exhibit is also provided on the attached CD Disc.

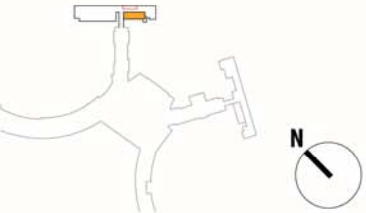
**Project Number:** L1429-C1  
**Project Title:** Terminal C Enhancement Projects - Pier B Build-out  
**Date:** 01/24/2018  
TOTAL SCOPE OF WORK AREA: 5,416 sq.ft



**Project Number:** L1429-C1  
**Project Title:** Terminal C Enhancement Projects - Pier B Build-out  
**Date:** 01/24/2018  
TOTAL RESTROOM + PET RELIEF AREA + NURSING RM: 1,850 sq.ft  
TOTAL CONCESSION: 3,209 sq.ft  
TOTAL SQFT : 5,059 sq.ft



0 1 2 5 10 15 25 35  
SCALE : 3/32" = 1'-0"



**Project Number:** L1429-C1  
**Project Title:** Terminal C Enhancement Projects - Pier B Build-out  
**Date:** 01/24/2018

